



County of San Diego

CAROLINE SMITH
INTERIM DEPUTY CHIEF ADMINISTRATIVE OFFICER

HEALTH AND HUMAN SERVICES AGENCY
1600 PACIFIC HIGHWAY, ROOM 206, MAIL STOP P-501
SAN DIEGO, CA 92101-2417
(619) 515-6555 • FAX (619) 515-6556

PATTY KAY DANON
CHIEF OPERATIONS OFFICER

July 18, 2024

TO: Supervisor Nora Vargas, Chairwoman
Supervisor Terra Lawson-Remer, Vice Chair
Supervisor Joel Anderson
Supervisor Monica Montgomery Steppe
Supervisor Jim Desmond

FROM: Caroline Smith, Interim Deputy Chief Administrative Officer
Health and Human Services Agency

UPDATE ON ENHANCING SAFETY AND SERVICES AT NO PLACE LIKE HOME AFFORDABLE HOUSING DEVELOPMENTS

The No Place Like Home (NPLH) State program was created to develop permanent supportive housing for individuals in need of mental health services and who are experiencing homelessness, chronic homelessness, or are at-risk of chronic homelessness. Individuals who are experiencing homelessness and have a serious mental illness (SMI) diagnosis are linked to NPLH units via the Coordinated Entry System (CES). CES is an evidence-based strategy that focuses on housing and service coordination designed to link individuals or families experiencing homelessness to the most appropriate housing solution based on their needs. The administrator for CES is the Regional Task Force on Homelessness in San Diego County.

As an Alternative Process County grantee, the County of San Diego (County) provides funding (via deferred loans) for the construction, acquisition, and/or rehabilitation of permanent supportive housing that serves NPLH eligible tenants. Additionally, through County Behavioral Health Services (BHS), the County must commit to provide access to necessary behavioral health supportive services for no less than 20 years. The County may also provide a Capitalized Operating Subsidy Reserve (COSR) for developments that are not able to secure Project Based Vouchers. The COSR may be used to subsidize eligible operating expenses for NPLH assisted units at a development.

Since 2020, the County has provided NPLH funds to 21 developments across the County, and six have completed construction and now provide affordable housing and services to County residents.

On April 9, 2024 (5), the San Diego County Board of Supervisors (Board) approved the following actions to enhance support for people with serious mental illness who are living in permanent supportive housing units funded by the NPLH program:

- Implement a pilot program to increase services for residents with serious mental illness living in the four affordable housing developments with NPLH units in North County to include enhanced clinical support seven days per week.
- Ensure all personnel on-site receive Mental Health First Aid training and be trained on how to refer people to 24/7 behavioral health crisis response resources.

- Develop a two-part plan to 1) ensure visitors are checked in and out which allows on-site staff to have awareness of who is on the property, and 2) assess current staffing needs to ensure at least one staff member who has the Mental Health First Aid training is on-site at all times.
- Report back to the Board within 90 days with an update on the plans for the four developments in North County that have NPLH units.

Also, on April 9, 2024 (26), the Board approved the following actions to support safety and security at Windsor Pointe and future projects supported by NPLH funding:

- Analyze all options and opportunities to maximize the level of services and hours of on-site case management services and referrals to behavioral health services, for Windsor Pointe, and future permanent supportive housing projects funded by NPLH dollars, especially during the initial lease-up phase.
- Coordinate with the Windsor Pointe development team to develop a plan for utilizing NPLH operating reserve funds to add supplemental security personnel. Advocate to the California Department of Housing and Community Development, requesting the State to maximize funding flexibility of Capital Operating Reserve funds for the Windsor Pointe project.

This memorandum provides an update in response to these Board actions.

Pilot Program to Enhance Clinical Support and Maximize Case Management Services and Referrals to Behavioral Health Services

The Board directed initial efforts to be piloted at the following affordable housing developments in North County: Windsor Pointe (Carlsbad), Valley Senior Village (Escondido), Greenbrier Village (Oceanside), and Santa Fe Senior Village (Vista). Windsor Pointe and Valley Senior Village are both fully occupied, Greenbrier Village is in the process of leasing up new residents, and Santa Fe Senior Village is currently under construction. Staff explored potential funding opportunities to enhance clinical support seven days per week and maximize the level of services and hours of on-site case management services and referrals to residents; however, funding has not been identified to support enhanced services at this time. Staff will continue exploring funding options, which may be available through opportunities such as behavioral health payment reform.

While funding has not been identified, existing services were leveraged to provide tenants access to an array of existing behavioral health services and other supports at the four identified developments in North County. This includes Tenant Peer Support Services (TPSS), funded by County BHS, which offers a comprehensive and flexible approach to supporting tenants across multiple housing sites. TPSS actively engages tenants on an ongoing basis and helps connect them to referrals for outpatient clinic services, Strengths-Based Case Management (SBCM), Assertive Community Treatment (ACT), and additional community-based services as needed. SBCM and ACT are field-based approaches using innovative interventions to help individuals reach recovery goals by meeting clients where they live. For immediate support for a behavioral health crisis, Psychiatric Emergency Response Team and Mobile Crisis Response Team programs are available 24/7. Additionally, TPSS enhances resident well-being through comprehensive support services as needed. At Windsor Pointe, for instance, TPSS provides 44 hours of weekly staff assistance, including 16 hours of dedicated tenant support, 20 hours of clinical support to address specific tenant needs, and eight hours of clinical supervision.

At Valley Senior Village, TPSS maintains scheduled office hours of eight hours per month. However, recognizing that tenant needs don't adhere to a set schedule, TPSS extends its support beyond these times, providing same-day services and individualized engagement as needed.

As Greenbrier Village prepares for new residents, TPSS plays a crucial role in the lease-up process. TPSS assists prospective tenants with the complexities of the move-in process, which includes navigating lease signings and gathering necessary documentation for income verification. This may involve helping tenants collect and organize various financial documents such as bank statements, benefit award letters, and pay stubs. Upon move-in, TPSS implements Critical Time Intervention, a time-limited, phased approach that tailors support to each tenant's unique needs and circumstances.

Looking ahead to Santa Fe Senior Village's upcoming lease-up process, TPSS is taking proactive steps to ensure a smooth transition for future residents. TPSS is currently educating property management staff on effective move-in procedures and sharing valuable insights gained from experiences at other developments. As Santa Fe Senior Village begins welcoming tenants later in the fall, TPSS will be ready to provide the same comprehensive move-in assistance and documentation support offered at Greenbrier Village during the lease-up process.

Throughout all these efforts, TPSS maintains a tenant-centered philosophy, adapting their support to meet individuals where they are and providing the specific assistance needed to achieve and maintain stable housing. This approach allows TPSS to effectively serve tenants through a combination of existing behavioral health services and other supports to meet various housing needs.

Maximize Funding Flexibility of Capital Operating Reserve Funds for Windsor Pointe

For the Windsor Pointe housing development, County Housing and Community Development Services (HCDS) has worked with California Department of Housing and Community Development (HCD) and Affirmed Housing Group, the development's owner-operator, to ensure that COSR funds (referred to as Capital Operating Reserve funds in the April 9, 2024 (26) Board item) are being administered with maximum funding flexibility for eligible expenses at Windsor Pointe. Security services are an eligible COSR expense and Affirmed Housing Group has stated they intend to use the funds in part for this purpose. The COSR is available for eligible expenses attributed to the residents of NPLH assisted units for a minimum 20-year period that began in 2022.

Mental Health First Aid Training

BHS has an existing contractor that provides Mental Health First Aid (MHFA) trainings, and in response to Board direction, this contractor began MHFA trainings at the identified NPLH developments in May 2024. It is anticipated training will be offered to approximately 200 people at the four locations to residents, all personnel on-site, including property management, case management, security, and maintenance staff. BHS does not have the authority to direct training requirements for property management, security, and maintenance staff, but BHS will continue to leverage training resources to support on-site staff. MHFA learning topics include skills needed to recognize and respond to signs and symptoms of mental health and substance use challenges, as well as how to provide someone with initial support until they are connected through referrals to appropriate services, including 24/7 behavioral health crisis response resources.

Visitor Check-in Policy

Visitor/guest policies will vary by development and must adhere to the NPLH Program Guidelines, which do not allow for restrictions on guests that are not otherwise required by other project funding sources or would not be common in other unsubsidized rental housing in the community. HCDS does not have the authority to dictate check in policies; however, will work with the developer to ensure compliance with NPLH guidelines. HCDS has communicated this requirement with the developer of the existing Windsor Pointe development, and will ensure the same communication occurs with developers of the upcoming developments in North County.

Per Board direction, HCDS and BHS will report back in October 2024 with an update on the progress, outcomes, and a plan to implement these changes countywide.

Board of Supervisors

July 18, 2024

Page 4 of 4

For questions, please contact Kelly Salmons at HCDS via phone at (858) 694-4806 or email Kelly.Salmons@sdcounty.ca.gov; or Nadia Privara at BHS via phone at (619) 563-2700 or email Nadia.Privara@sdcounty.ca.gov.

Respectfully,



CAROLINE SMITH, Interim Deputy Chief Administrative Officer
Health and Human Services Agency

c: Ebony N. Shelton, Chief Administrative Officer